Architects *of* Occupation

The Tata Group, Indian Capital, and the India-Israel Alliance

TATA BYE BYE!

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Executive Summary

This report details the extensive and multifaceted complicity of the Indian state, its capitalist class, and specifically the **Tata Group**, in supporting and profiting from the Zionist settler-colonial project and its ongoing military occupation and genocidal violence against the Palestinian people. Through a dense network of corporate partnerships specializing in advanced weaponry, digital infrastructure, and automotive production, Indian capital has strategically positioned itself as a crucial partner for the Israeli state and its formidable military-industrial complex. This role is not incidental but is a deliberate strategy, deeply intertwined with the burgeoning strategic, economic, and ideological alliance between the Indian and Israeli states. The involvement is systemic, ranging from the co-production of sophisticated missile systems and fighter jet components used in bombardments of Gaza to the Indian state's active importation of Israeli tactics of surveillance and colonial control.

At the heart of the India-Israel alliance stands the Tata Group (also referred to herein as Tata), a corporate architect of occupation. The conglomerate's complicity is comprehensive, providing the hardware of genocide, the machinery of daily oppression, and the digital backbone of apartheid. Through its subsidiary, Tata Advanced Systems Ltd (TASL), it is a core global provider of wings for all new F-16 fighter jets and fuselages for all AH-64 Apache attack helicopters—the primary aircraft used by the Israeli Air Force to bombard Gaza. Through its partnership with Israel Aerospace Industries (IAI), TASL manufactures the critical command systems for the Barak-8 missile, a weapon actively deployed by the Israeli Navy. Tata Motors, via its subsidiary, Jaguar Land Rover, supplies the foundational chassis for the MDT David light armored vehicle, a ubiquitous tool of the Israeli military used for patrols, raids, and the violent suppression of protests in the occupied West Bank. Simultaneously, Tata Consultancy Services (TCS) provides the core digital infrastructure for Israel's settlement-financing banks and is a key partner in Project Nimbus, a military cloud project that enhances the state's capacity for surveillance and

These business operations are not neutral economic activities but, rather, are fundamentally embedded in the architecture of occupation, surveillance, and dispossession.

Photo on front cover: An Israeli Defense Forces' MDT David armored vehicle, commonly retrofitted by Tata-supplied chassis (through Tata-owned Jaguar Land Rover), patrolling in Jenin, West Bank, Palestine. Source: MDT Armor

control over the Palestinian population. These business operations are not neutral economic activities but, rather, are fundamentally embedded in the architecture of occupation, surveillance, and dispossession.

The deep integration into Israel's state apparatus is amplified by Tata's crucial role in the global defense-industrial network, which connects the United States, India, and Israel. Tata has leveraged joint ventures with American defense giants to become a supplier of military components – effectively inserting India into U.S. and NATO supply chains. Tata-built components have been used in American wars in the Middle East, and Tata's growing defense manufacturing capacity in India is increasingly intertwined with Israel's military modernization. From drones over Kashmir to fighter jets over Gaza, the imprint of Tata's metal and code is present under the surface. The emerging U.S-India-Israel military triangle is encouraged by all three governments. The U.S. sees India (and companies like Tata) as a low-cost partner to bolster defense production amid geopolitical shifts. Israel, facing embargoes across the world, welcomes India's production of arms that it can use or resell. India's leadership, for its part, seeks greater self-reliance and has no qualms about using Israeli technology against its own adversaries. The Tata Group, positioned as a premier Indian arms producer, profits from these arrangements.

From drones over Kashmir to fighter jets over Gaza, the imprint of Tata's metal and code is present under the surface.

To shield these operations, the Tata Group has meticulously cultivated a global image of corporate benevolence, leveraging its philanthropic trusts and a significant U.S. presence. This strategy of reputation-laundering culminates in its title sponsorship of the New York City Marathon, a textbook case of sportswashing designed to mask its role in profiting from genocide. As SALAM, we intervene precisely at this intersection of profit and propaganda. Since the summer of 2024, our #TataByeBye campaign has worked to expose and dismantle this war economy, which is not distant but rooted in the very geographies we organize in. Capital is central to providing the material infrastructure of occupation, and the U.S. plays a decisive role as the broker of these capitalist contracts and as the conduit through which right-wing Hindu supremacists and Zionists

forge strategic ties. This nexus creates the political and economic architecture through which corporations like the Tata Group gain seamless access to build, maintain, and profit from apartheid infrastructures. The Tata Group's operations across India, Israel, and the U.S. make our communities, campuses, and cities complicit in this global machinery of occupation. As a South Asian formation rooted in anti-imperialist struggle, we are uniquely positioned to expose these circuits of capital clearly, and to build power to confront the corporate engines that make occupation possible.

Late Chairman Emeritus of Tata Group, Ratan Tata, presenting the book "The Saga of Israel" by Sesahdri Chari, ex-Member of BJP's National Executive Committee, with the author and Mohan Bhagwat, Chief of the RSS (world's largest right-wing paramilitary organization, and the parent org. of the BJP), in 2018. Source: Facebook.

The India-Israel Alliance

The collaboration between the Indian capital and the Israeli state cannot be understood in a vacuum. It is the corporate manifestation of a strategic, political, and military alliance[1] that has been carefully cultivated for over half a century.[2] The India-Israel partnership is built on the mutual interests of a capitalist class seeking new markets, an Indian state pursuing regional dominance, and a bedrock of shared ideological leanings between Zionism and Hindu nationalism (Hindutva).

HISTORY: FROM COVERT TIES TO A SETTLER-COLONIAL STRATEGIC PARTNERSHIP

For decades, India's official foreign policy presented a facade of solidarity with Palestine,[3] a necessary posture for its leadership in the Non-Aligned Movement and to manage domestic and regional politics. However, this public stance masked a consistent and developing covert relationship with Israel.[4] From the earliest days, behind-the-scenes arms deals were conducted, with Israel supplying crucial munitions to India during its wars in 1962, 1965, and 1971.[5-6-] While the ruling Congress party kept relations in a diplomatic limbo—neither committing fully nor cutting ties, Israeli diplomats cultivated ties with India's far-right, finding a shared anti-Muslim ideology within the Bharatiya Jan Sangh, the precursor to today's ruling Bharatiya Janata Party (BJP).

A true turning point emerged in the early 1990s with the fall of the Soviet Union and India's economic liberalization. The Oslo Accords provided the political cover for India to establish full diplomatic relations in 1992,[7] moving the alliance into the open. The partnership was cemented during the 1999 Kargil War, where Israel's immediate military support proved its value and helped bolster India's strategic ties with the United States.[8] This was followed by high-level state visits, such as Ariel Sharon's trip to India in 2003.[9] A key catalyst in this period was the 2008 Mumbai attacks (26/11), after which India's demand for Israeli "battle-tested" surveillance and "homeland security"[10] technology skyrocketed. This deepening of military

The India-Israel partnership is built on the mutual interests of a capitalist class seeking new markets, an Indian state pursuing regional dominance, and a bedrock of shared ideological leanings between Zionism and Hindu nationalism (Hindutva)

and economic relations continued under Prime Minister Manmohan Singh—the India-Israel alliance had always transcended party lines and was now embedded within the architecture of the Indian state itself.

Indian Prime Minister Narendra Modi receives Benjamin Netanyahu with a bear hug during a 2017 visit to India. Source: Financial Express

The election of Narendra Modi in 2014 stripped away the last vestiges of the old facade. In 2017, Modi became the first Indian Prime Minister to visit Israel, formalizing a "Strategic Partnership"[11] and reportedly finalizing a deal for Pegasus spyware. This strategic partnership rapidly translated into India becoming the central economic pillar for Israel's war machine; between 2016 and 2021, India accounted for a staggering 40-45% of Israel's total arms exports.[12] This was followed by a series of major economic agreements, including the I2U2 (India-Israel-UAE-US) alliance[13] and the Adani Group's 2023 acquisition of Haifa Port.[14]

During the ongoing genocide in Gaza, India's complicity has become overt. The government has abstained on UN resolutions calling for a truce[15] and an arms embargo,[16] while Indian corporations have reportedly exported Hermes 900 drones[17] back to Israel, a fact made clear in May 2024 when a ship from Chennai carrying 27 tons of munitions for the Israeli military was blocked in Spain (these drones are partially manufactured in India to lower costs, through joint ventures with Israeli firms).[18] The Indian state has sent thousands of migrant workers to replace Palestinian labor.[19] This alliance is further supported by diaspora lobbyist groups in the US, like the Hindu American Foundation (HAF), which emulate Zionist organizations such as AIPAC to build political support.[20]

The following two pages chart out a brief history of India-Israel ties over from 1947 to the present. Note that all citations for this timeline are listed from #21 to #52 in the Endnotes.

PHASE ONE : 1947-1991

Covert Ties

1947
India votes against the UN Partition Plan for Palestine (Resolution 181).

1950
India grants de jure recognition to Israel but withholds full diplomatic ties

1953
Israel opens a consulate in Bombay, establishing a permanent, low-profile presence.

1962
1965
1971
Israel covertly supplies India with critical weapons and ammunition during its wars with China and Pakistan.

1968
A foundational agreement is brokered between India's RAW and Israel's Mossad, formalizing a partnership in the shadows.

1974
1988
India recognizes the PLO and later the State of Palestine, maintaining its official pro-Palestine stance.

PHASE TWO : 1992-2013

Decoupling

1992
India establishes full diplomatic ties with Israel, moving the relationship into the open.

1996-1999
Major Arms Deals: India purchases IAI Searcher drones and signs the Barak-1 missile deal. Israel's critical military support during the 1999 Kargil War proves the alliance's value.

2000-2008
A Joint Anti-Terror Commission is formed, a major deal for Phalcon AWACS surveillance aircraft is finalized, and India's ISRO launches Israel's RISAT-2 military satellite.

2008-2012

Post-26/11: After the Mumbai attacks, India's demand for Israeli “battle-tested” surveillance and “homeland security” tech skyrockets. Major deals for SPYDER air defense systems, Heron drones, and the joint development of the Barak-8 missile are signed. By 2012, Israel is India's 2nd largest arms supplier.

PHASE THREE : 2014-present

Open Strategic Partnership

2014

The electoral victory of Narendra Modi and the BJP marks the beginning of an open ideological and political embrace of Israel.

2017

Modi becomes the first Indian PM to visit Israel, upgrading the relationship. India purchases Pegasus spyware.

2018

Drone Production: The Adani Group and Israeli arms giant Elbit Systems launch a factory in Hyderabad to produce Hermes 900 drones.

2019

The “Israel model” is openly referenced for controlling occupied Kashmir after the revocation of Article 370, which had granted it limited autonomy. The Indian Air Force uses Israeli SPICE-2000 bombs in its Balakot airstrike.

2021

The Pegasus Project reveals that the Indian government used Israeli spyware to target hundreds of its own citizens.

2023

The Adani Group acquires Haifa Port for $1.2B. The IMEC trade corridor is launched.

Oct. 2023-now

India abstains on multiple UN votes for a truce between Israel and the Palestinian resistance, and an arms embargo on Israel. Reports emerge of India exporting Hermes 900 drones and munitions to Israel. India begins sending thousands of migrant workers to replace Palestinian labor.

Sept 2025

Bezalel Smotrich, Israeli Finance Minister and an ultranationalist settler leader, visits India to sign a Bilateral Investment Treaty.

HINDUTVA AND ZIONISM

The India-Israel alliance is rooted in a long history of Hindu supremacist admiration for Zionism. As early as 1923, V.D. Savarkar,[54] the architect of Hindutva, saw Zionism as a model for an ethnostate defined by a fusion of 'fatherland' and 'holyland' that inherently excluded Muslims. The ideological alignment was so strong that, following the 1948 Nakba, Savarkar argued that all of Palestine should have been given to the Jews.[55] While support for Israel was explicit on the Indian right, even the so-called secular state under Jawaharlal Nehru practiced a default Hindu supremacy. Nehru's government maintained formal support for Palestine while systematically avoiding any confrontation with the root issue of Zionist settler-colonialism, while its own colonial control of Kashmir revealed the limits of its inclusive claims. Ultimately, both ideologies provide the justification for expansionism, embodied in the concepts of "Akhand Bharat" (Undivided India) and "Eretz Israel" (Greater Israel). These shared supremacist national imaginations provide the ideological bedrock for the material and military relationship between the two states.

BJP supporters hold placards and flags to show solidarity with Israel.
Source:Pradeep Gaur/SOPA Images/LightRocket via Getty Images

Under the current right-wing government of Narendra Modi, this long-standing affinity has materialized into a strategic state partnership. This is most evident in India's colonial occupation of Kashmir, where the "Israel model" is being explicitly replicated through new land laws that facilitate settlement by mainland Indians in "Israeli-like" guarded, Hindu-only enclaves. These tactics of occupation are now being mainstreamed across India, with the state deploying Israeli drones to fire teargas on protesting farmers, and adopting the Israeli practice of punitive home demolitions against activists. This material collaboration is supported by an alliance in the diaspora, where Hindu nationalist groups in the US emulate and collaborate with the Zionist lobby to silence dissent.[56] This new phase has transformed India into a key global partner in manufacturing both the military hardware and the political consent for the ongoing genocide against the Palestinian people.

INDIAN CAPITAL

The strategic alliance between India and Israel is not merely an abstract political project; it is actively constructed and sustained by a powerful class of Indian capitalists. For major Indian conglomerates, the partnership with Israel represents a lucrative opportunity for profit, technology acquisition, and geopolitical leverage, facilitated by the Indian state's "Make in India" policy and its broader alignment with the US imperial project. In return for their fidelity to state objectives, these corporations enjoy state support without facing state control, granting them immense power to profit and shape social and political life. While this report focuses on the Tata Group as a primary case study, its complicity exists within a wider ecosystem of Indian corporations that have invested billions in the Zionist entity's architecture of occupation.

The strategic alliance between India and Israel is not merely an abstract political project; it is actively constructed and sustained by a powerful class of Indian capitalists.

This corporate complicity is both deep and multifaceted. At the most direct level, conglomerates like the Adani Group and the Kalyani Group have established joint ventures to co-produce the very hardware of Israeli violence, manufacturing everything from Hermes 900 drones and Spike guided missiles to the standard-issue Tavor assault rifles used by the Israeli military. This is complemented by firms like Wipro, which produces critical aerostructure components for the F-35 fighter jets that bombard Gaza. Beyond direct arms production, Indian capital controls strategic infrastructure, exemplified by the Adani Group's acquisition of Haifa Port, Israel's largest shipping terminal and a key logistical hub.

In the digital realm, IT giants like Infosys and Mahindra partner directly with the Israeli state and its military firms to develop and export surveillance and cybersecurity solutions, effectively monetizing the technologies of occupation.

This corporate nexus is fully backed by the Indian state, whose publicly-owned enterprises are key players. For example, Bharat Electronics Ltd (BEL) is a primary vehicle for massive state-to-state missile contracts, the State Bank of India (SBI) provides the financial infrastructure for these operations, and Indian Oil Corporation (IOC) invests

public funds in Israeli firms that are direct suppliers to the Israeli military. Even seemingly benign sectors are deeply implicated, with companies such as Sun Pharmaceutical profiting from the captive Palestinian market created by the occupation, and Jain Irrigation providing services to illegal settlements.

Adani Group chairman Gautam Adani with Israel Prime Minister Benjamin Netanyahu during the handover of Port of Haifa to Adani in 2023. Source: Times of India.

A detailed summary of the key investments, partnerships, and operations for these and other major Indian conglomerates that directly or indirectly support the Israeli settler-colonial project and its military apparatus can be found in Appendix A.

The operations of these corporations demonstrate that the complicity of Indian capital is not an isolated phenomenon. Between April 2000 and April 2025, cumulative Overseas Direct Investment from India to Israel was $443 million.[57] Excluding defense, bilateral trade grew from approximately $200 million in 1992 to $6.53 billion in FY 2024.[58] Trade and investment is a widespread, systemic, and deeply institutionalized feature of the India-Israel alliance, driven by the pursuit of profit at the expense of Palestinian lives.

PRACTICAL MANIFESTATIONS OF INDIA–ISRAEL TIES

The strategic alliance between India and Israel manifests in the direct exchange of the tools, tactics, and violent oppression. The exchange can be seen across three key domains: the trade of weapons, the export of oppressive tactics, and the collaboration of capital.

THE ARMS TRADE

The military relationship between India and Israel,[59] which began with covert arms sales in the 1960s and 1970s, has evolved into a deep strategic partnership. Israel is now one of India's top arms suppliers. Between 2001 and 2021, Israel's arms exports to India amounted to $4.2 billion.[60] Indian corporations have also become key partners in co-producing Israeli weapon systems.

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Indian corporations have become key partners in co-producing Israeli weapon systems.

Adani owned Haifa port on July 24, 2022. Source: Ilan Rosenberg/Reuters/Ritzau Scanpix

Year(s)	Deal / Collaboration / Event	Key Weapon Systems / Technology	Key Israeli & Indian Entities	Significance & Notes
Early Covert & Foundational Deals (pre-2000)				
1962, 1965, 1971	Covert Arms Supply	Mortars, Ammunition	Israeli Government, Indian Government	Israel provides critical military aid during India's wars with China and Pakistan, establishing itself as a reliable secret partner.
1994 - 1997	High-Level Visits & Initial Deals	Dvora MK-2 patrol boats, 155mm self-propelled guns, MiG-21 avionics upgrade,[61] Barak-1 missiles[62]	Israel Aerospace Industries (IAI), Elta, Soltam, Rafael, DRDO	The relationship moves into the open with official visits. India posts its first military attaché in Israel (1997).[63]
1996	Drone Procurement	32 IAI Searcher UAVs[64]	IAI	One of the first major drone purchases, laying the groundwork for future collaboration.
1999	Kargil War Emergency Supply[65]	Laser-guided bombs, surveillance drones, artillery & mortar rounds	Israeli Government (IAI and others), Rafael	Israel's immediate and critical military support during the conflict cements the strategic value of the alliance for India.[66]

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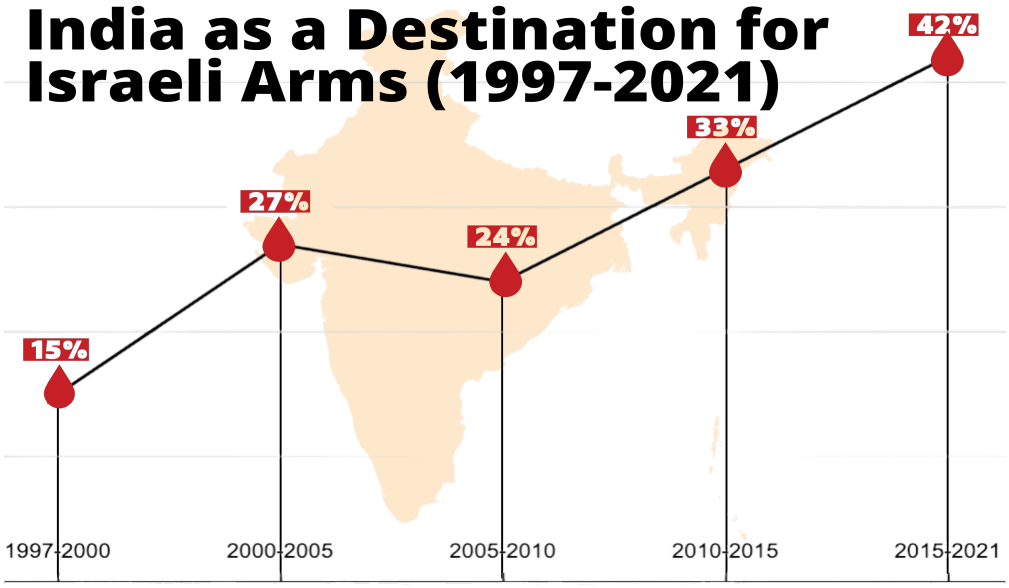

Percentage of total Israeli Arms sold to India (1997-2021). Source: SIPRI

Year(s)	Deal / Collaboration / Event	Key Weapon Systems / Technology	Key Israeli & Indian Entities	Significance & Notes
Deepening Strategic Ties (2000-2013)				
2000	Counter-Terrorism Pact	Joint Anti-Terror Commission established[67]	Indian & Israeli Governments	The Joint Anti-Terror Commission institutionalizes intelligence sharing and collaboration on "counter-terrorism" tactics.
2003	Landmark AWACS Deal[68]	Phalcon AWACS (Airborne Warning and Control System)	IAI, Elta	A major $1.1B deal is signed during Ariel Sharon's visit, providing India with a significant strategic advantage.
2003 - 2004	Missile Development	Crystal Maze (Raptor) air-to-surface missile[69]	Rafael	A lighter version of the Popeye missile is developed for India with a 100 km range.
2005	Major Drone Procurement	50 Heron MALE (Medium-Altitude Long-Endurance) UAVs	IAI	A significant $220M deal[70] to expand India's long-range surveillance capabilities.
2006 - 2008	Air Defense System Procurement	SPYDER (Surface-to-air Python and Derby) missile system[71]	Rafael	A major contract to provide the Indian Air Force with advanced, mobile air defense.
2008 - 2009	Post-26/11 "Security" Surge	TecSAR & RISAT-2 spy satellites,[72] 10 Harop "kamikaze drones"	IAI, ISRO	After the Mumbai attacks, India's demand for Israeli surveillance tech skyrockets, leading to satellite launches and procurement of loitering munitions.
2009	Joint Missile Development	Barak-8[73] (LRSAM/MRSAM) Air & Missile Defense System	IAI, DRDO, Rafael, Tata Advanced Systems (TASL), Kalyani Group, BDL	A foundational $1.1B joint venture to co-develop a next-generation missile defense system. Tata's role is to produce the critical Combat Management System.
2010	Joint Ventures Established	Various JVs formed for avionics, optics, and missile systems.	Tata-IAI (HBL Elta Avionics[74]), Tata-TAMAM,[75] Rafael-BEL[76]	The "Make in India" policy begins to take shape with the establishment of multiple joint ventures for co-production.

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Year(s)	Deal / Collaboration / Event	Key Weapon Systems / Technology	Key Israeli & Indian Entities	Significance & Notes
Co-Production & Open Partnership (2014-Present)				
2014 - 2017	Spike Missile Deal[77]	Spike Anti-Tank Guided Missiles (ATGMs)	Rafael, Kalyani Group (KRAS), Bharat Dynamics Ltd (BDL)	After years of negotiation, India begins procuring Spike missiles.
2015	Armed Drone Procurement	10 Heron TP (armed) drones	IAI	A crucial $400M[78] deal to provide India with its first fleet of missile-armed drones for cross-border strikes.
2017	Mega MRSAM Contract	Advanced MRSAM systems for the Indian Army	IAI, BEL	A massive $1.6B deal,[79] the largest in Israel's history, for the army variant of the Barak-8 system.
2018	Drone Factory in India	Hermes 900 (Drishti-10) drones	Adani-Elbit JV	A landmark JV establishes the first Hermes 900 production facility outside of Israel, in Hyderabad.
2019	Use in Combat	SPICE-2000 precision bombs	Rafael	The Indian Air Force uses these Israeli-made bombs in its Balakot airstrike against Pakistan.[80]
2020	Light Machine Gun Deal	16,479 Negev LMGs	Israel Weapons Industries (IWI)	An Rs. 880 crore deal[81] to equip frontline Indian troops with Israeli light machine guns.
Oct 2023 - Present	Complicity in Genocide	Hermes 900 drones,[82] munitions	Adani-Elbit JV	India-made drones are exported back to Israel for use in its genocidal war on Gaza.
2024	Missile & Drone Co-production	SkyStriker drones,[83] Python-5 & I-Derby-ER missiles,[84] ROCKS missiles[85]	Adani-Elbit (Alpha Design), Rafael	Co-production of loitering munitions (SkyStriker) and advanced air-to-air (Python/ Derby) and air-to-surface (ROCKS) missiles in India.
2025	New Joint Ventures and Expansion of Existing JVs	Joint venture for defense electronics and components.[86]	IAI-DCX Systems (ELTX)	The network of complicity continues to expand with new joint ventures even during the genocide.

THE EXPORT OF OPPRESSIVE TACTICS

Beyond tangible weapons, India has actively imported Israel's model of colonial control. This strategic logic of oppression is now deployed against occupied Kashmiris and Muslim minorities and is used to enforce the violent, resource-driven dispossession of Indigenous Adivasi communities in central India.

Beyond tangible weapons, India has actively imported Israel's model of colonial control.

- **Full domination:** Israel's tactic of using overwhelming and brutal force to crush any form of dissent is emulated by Indian forces in Kashmir. A direct parallel is the use of bulldozers to demolish Muslim homes and shops in Delhi, a practice long used by Israel to dispossess Palestinians.
- **Counter-insurgency:** A formal 2014[87] agreement sent Indian police to Israel for training in "counter-terrorism," "crowd control," and "border management". These tactics have since been applied by the Indian police in "insurgency-hit" regions such as Kashmir, Bastar and the Northeast.[88]
- **Surveillance:** After the 2008 Mumbai attacks, India sought Israeli expertise to build a mass surveillance infrastructure. This culminated in the 2018 purchase of Pegasus spyware, which was later used to illegally spy on hundreds of Indian journalists, human rights activists, and opposition leaders.

The explicit parallels between the two states were made brutally clear after the Pahalgam attacks in Kashmir in April 2025. Framing the attacks as "India's October 7th," prominent Indian figures made public calls for an "Israel-like" response against Kashmiris,[89] urging the state to replicate Israel's genocidal war on Gaza. When the Indian military later launched "Operation Sindoor" against Pakistani civilian targets using Israeli weapons, the Israeli government was the first and only foreign government to enthusiastically express its support.[90] This shared rhetoric and mutual affirmation of violence demonstrates that the material relationship rests on a deep, shared ideology of violent anti-Muslim racism, ethno-racial supremacy and settler-colonial entitlement to land.

Protesters during Palestine solidarity demonstrations in Srinagar, Kashmir.
Source: Muzamil Mattoo

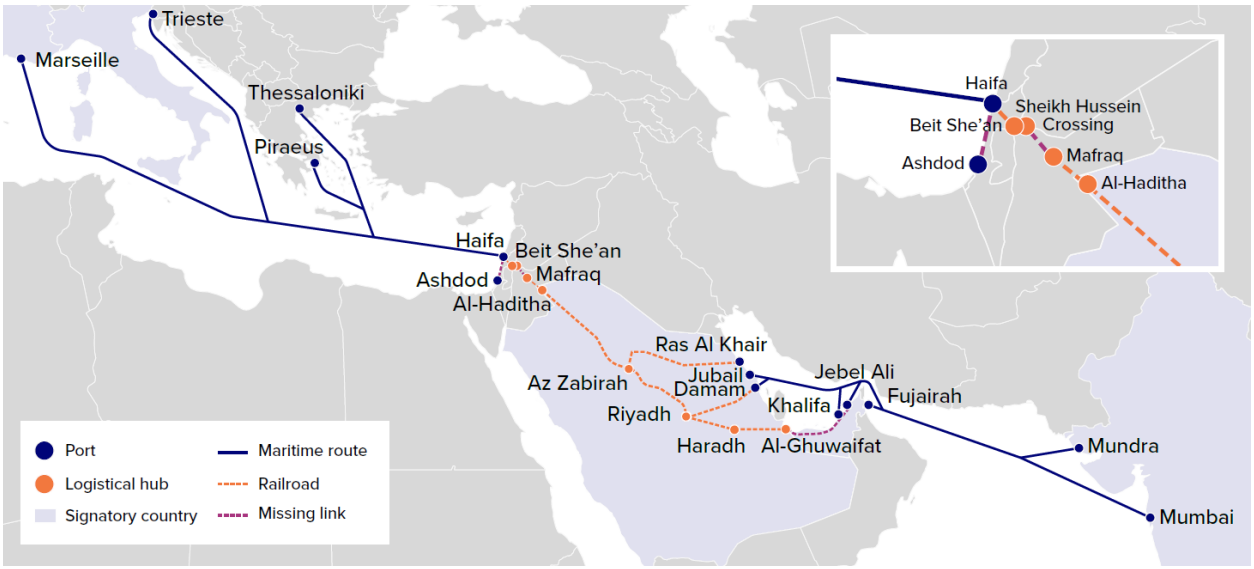
ECONOMIC AND POLITICAL COLLABORATION

The military alliance is cemented by a deepening economic relationship that directly enables the Israeli occupation. Core aspects of this economic relationship include:

- **Trade agreements:** In September 2025, Israeli Finance Minister Bezalel Smotrich, an ultranationalist settler leader, visited India to sign a Bilateral Investment Treaty, laying the groundwork for a Free Trade Agreement in defiance of global calls for sanctions.
- **Export of labor:** During the genocide in Gaza, the Indian government has sent over 20,000 migrant workers to Israel to replace the Palestinian labor force whose work permits were canceled.
- **Agribusiness:** The Indo-Israel Agriculture Project[91] has facilitated the entry of Israeli agribusiness companies such as Netafim,[92] which have been implicated in displacing small farmers in India by promoting unsustainable, corporate-led farming models.[93]
- **Weaponization of water:** Several Indian states, including Maharashtra and Punjab have partnered with Israel's national water company, Mekorot,[94] a firm condemned by the UN for implementing "water apartheid" in the West Bank. Mekorot operates a discriminatory system that diverts water from Palestinian communities to illegal settlements. By partnering with this company under the guise of sustainable development, Indian states lend legitimacy and channel public funds to a key instrument of the occupation, effectively endorsing the weaponization of water as a tool of colonial control.
- **Occupation tourism:** The Israeli Ministry of Tourism has aggressively targeted the Indian market, leading to a massive increase in Indian tourists visiting Israel pre-COVID.[95] These tours often include sites in illegally occupied East Jerusalem and the Golan Heights, which are presented as integral parts of Israel, thereby normalizing the occupation.

Far-Right Finance Minister Bezalel Smotrich meets with Indian officials to sign a Bilateral Investment Treaty. Source: X

- The **India-Middle East-Europe Economic Corridor (IMEC),**[96] announced at the 2023 G20 Summit, is a strategic initiative that normalizes and rewards Israel by making it a key node in a new trade route connecting India to Europe via normalizing Arab states. This project rewards Israel's settler-colonialism by integrating the logistics of occupation—through key infrastructure like the Adani-controlled Haifa Port—directly into global trade, thereby rendering the ongoing genocide economically irrelevant to its partners. By placing Israel at its heart, IMEC is a deliberate act of deepening complicity and making the India-Israel alliance an indispensable fixture of the global economic order.



The proposed route of the India-Middle East-Europe Economic Corridor (IMEC), which normalizes the Israeli state by making the Adani-controlled Haifa Port a central hub. Source: Atlantic Council.

Tata Kestral on display, manufactured by Tata Advanced Systems. Source: Nikkei Asia

THE TATA GROUP: A CORPORATE ARCHITECT OF OCCUPATION

You wake up in the morning to a Titan alarm, have Tata Tea for breakfast, call your office on Tata Indicom, go to office in a Tata Indica, and lunch at the Taj. After work, you may shop at Westside or have a cuppa at Barista. This list could go on. Yet, the first thing that comes to mind when we think of this great organisation is trust and commitment.

—T. R. Doongaji, former Managing Director, Tata Services[97]

We all watch Tata Sky, we surf the net with Tata Photon, we ride in Tata taxis, we stay in Tata Hotels, we sip our Tata Tea in Tata bone china and stir it with teaspoons made of Tata Steel. We buy Tata books in Tata bookshops. Hum Tata ka namak khate hain. [We owe our sustenance to Tata] We're under siege.

—Arundhati Roy, author[98]

History

Tata's emergence as a cornerstone of Indian capitalism is deeply entangled with colonial power and imperial war economies. Tata's early wealth was built during the U.S. Civil War through the cotton boom and the brutal opium trade with China, embedding Tata in the violent circuits of British imperial commerce. Jamsetji Tata's firm profited from supplying the British military in Iraq (1857) and Ethiopia (1868). The establishment of Empress Mills (1877) and later TISCO positioned Tata strategically within these circuits, securing contracts to supply the British war machine during World War I. Its authority in Jamshedpur in central India—where it functioned as landlord, employer, and de facto municipal government—illustrated the creation of a corporate sovereignty model, backed by colonial tariff protection and administrative support. Post-independence, Tata maintained this dominance by tactically navigating *swadeshi* nationalism, foreign capital, and Cold War geopolitics to secure World Bank financing. Through the Bombay Plan (1944), Tata helped shape India's development path to protect private capital's interests, while simultaneously using paternalistic labor control and

anti-communist propaganda to suppress worker struggles such as the 1958 Jamshedpur strike.

This corporate sovereignty persists today, most visibly in Jamshedpur, where Tata continues to control municipal functions through its subsidiary, JUSCO, despite constitutional guarantees of local self-rule. Across India, Tata's growth has been driven by state-backed land acquisitions that disproportionately dispossess *Adivasi* (indigenous communities) and small farming communities—often accompanied by violent state repression, as seen in Kalinganagar, Odisha and Singur, West Bengal. While celebrating a welfare legacy, Tata simultaneously entrenches precarious labor regimes: rotating temporary contracts, periodic mass layoffs, and union suppression. Environmental damage from operations in Mithapur (Gujarat), Patancheru (Telangana), Sukinda and Joda (Odisha) further contradicts Tata's well-curated image of sustainability, which has produced long-term ecological harm and health impacts. The Tata Group's trajectory shows how corporate power built through colonial accumulation has evolved—instead of being dismantled—into a form of private sovereignty entwined with state power, labor precarity, and ecological degradation.

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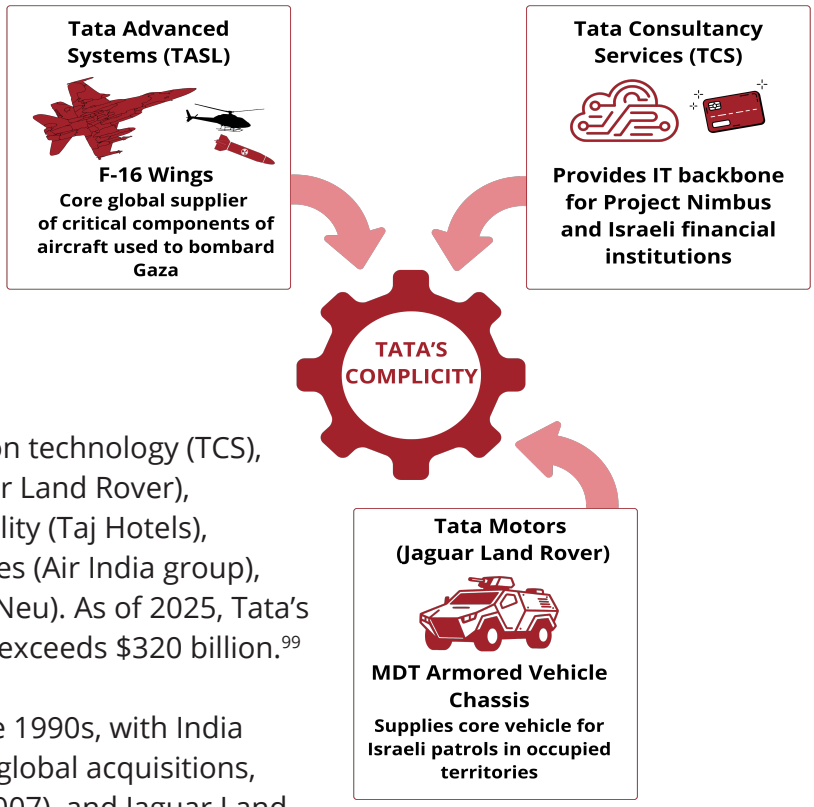
Structure

Tata Sons is the main holding company around which the structure of all Tata companies revolve. Today, it anchors more than 25 major companies, with annual revenues of around $180 billion and over a million employees. About two-thirds of Tata Sons' shares are held by philanthropic trusts (notably the Sir Dorabji and Sir Ratan Tata Trusts), which gives them decisive control over leadership and strategy. The remainder has been held by Tata family members and the Shapoorji Pallonji (Mistry) family, wherein some governance disputes persist, like the ouster of Cyrus Mistry in 2016. Control tends to remain concentrated despite widespread presence of professional management. The current chairman, N. Chandrasekaran, a longtime Tata executive who rose through TCS, embodies the turn toward such management, and yet, the philanthropic trusts and insider networks continue to wield ultimate control over company decisions.


Tata Advanced Systems (TASL)
F-16 Wings
Core global supplier of critical components of aircraft used to bombard Gaza
Tata Consultancy Services (TCS)
Provides IT backbone for Project Nimbus and Israeli financial institutions
TATA'S COMPLICITY
Tata Motors (Jaguar Land Rover)
MDT Armored Vehicle Chassis
Supplies core vehicle for Israeli patrols in occupied territories

Tata's portfolio spans information technology (TCS), automobiles (Tata Motors, Jaguar Land Rover), steel (Tata Steel), power, hospitality (Taj Hotels), consumer goods, telecom, airlines (Air India group), and retail/digital ventures (Tata Neu). As of 2025, Tata's combined market capitalization exceeds $320 billion.[99]

The wave of liberalizations in the 1990s, with India officially in 1991, spurred Tata's global acquisitions, Tetley Tea (2000), Corus Steel (2007), and Jaguar Land Rover (2008). While some deals succeeded (Jaguar Land Rover turned profitable), others, such as Corus, became financial burdens. More recently, Tata Digital launched the Tata Neu super-app, and the group reacquired Air India from the state in 2022, consolidating its aviation dominance. Despite land grabs (e.g. in Singur and Kalinganagar), constant labor violations and widescale ecological devastations, Tata remains a widely "trusted brand" in India—not only because of its industrial scale, but also its philanthropy-driven reputation management and tight control over historical narratives.

Defense partnerships

Through its key subsidiaries—**Tata Advanced Systems Ltd (TASL)**, **Tata Motors**, and **Tata Consultancy Services (TCS)**—Tata provides the weapons, vehicles, and digital infrastructure that are fundamental to Israel's apparatus of occupation and its capacity to wage genocidal war against Palestinians. Tata's involvement is systemic: ranging from the direct co-production of sophisticated missile systems and fighter jet components used in bombardments of Gaza, to the supply of vehicle chassis for armored units that

enforce the daily brutalities of occupation in the West Bank. It extends into the digital realm, where Tata Consultancy Services provides the critical infrastructural backbone for Israel's government and its settlement-financing banking sector. Tata's global business operations are not neutral economic activities, but instead are fundamentally embedded in the architecture of occupation, surveillance, dispossession, and state-sanctioned violence. In doing so, Tata remains a key corporate architect in the sustained oppression of the Palestinian people.

Direct military complicity: arming the apparatus of occupation

TASL has positioned itself as a trusted partner[100] to India's Ministry of Defence, Defence Research and Development Organisation (DRDO)—India's central defense research institution, and armed forces under the Make in India and Make with Friends[101] initiatives. The company's military portfolio spans land, air, and naval systems, including the armored personal carriers[102] used by the Indian army in Kashmir,[103] India's first amphibious wheeled carriers,[104] unmanned aerial systems,[105] satellite integration,[106] various artillery systems like the howitzer ATAGS (Advanced Towed Artillery Gun System),[107] missile launchers[108] for systems such as Pinaka, Akash, and defence system MRSAM (Medium-Range Surface-to-Air Missile). TASL also signed an agreement with Lockheed Martin[109] to produce the F-21 Bock 70 fighter jets in India. Far from being a passive recipient of technology, Tata (TASL) is an active partner in the design, manufacture, and integration of weapon systems that are fundamental to the Israeli military's capacity to enforce its illegal occupation and wage war on the Palestinian people. This complicity extends beyond TASL to other subsidiaries, notably **Tata Motors**, which directly supplies vehicle platforms for the Israeli military's ground operations.

TASL has systematically cultivated deep partnerships with Israel's leading arms manufacturers, positioning itself as the Indian hub for Israeli military technology. These collaborations are not mere commercial transactions; they are joint ventures that institutionalize the transfer of knowledge and production capabilities.[110] While some ventures like Nova Integrated Systems (NISL)[111] are now fully owned by TASL, they were born from this partnership

Far from being a passive recipient of technology, Tata (TASL) is an active partner in the design, manufacture, and integration of weapon systems that are fundamental to the Israeli military's capacity to enforce its illegal occupation and wage war on the Palestinian people.

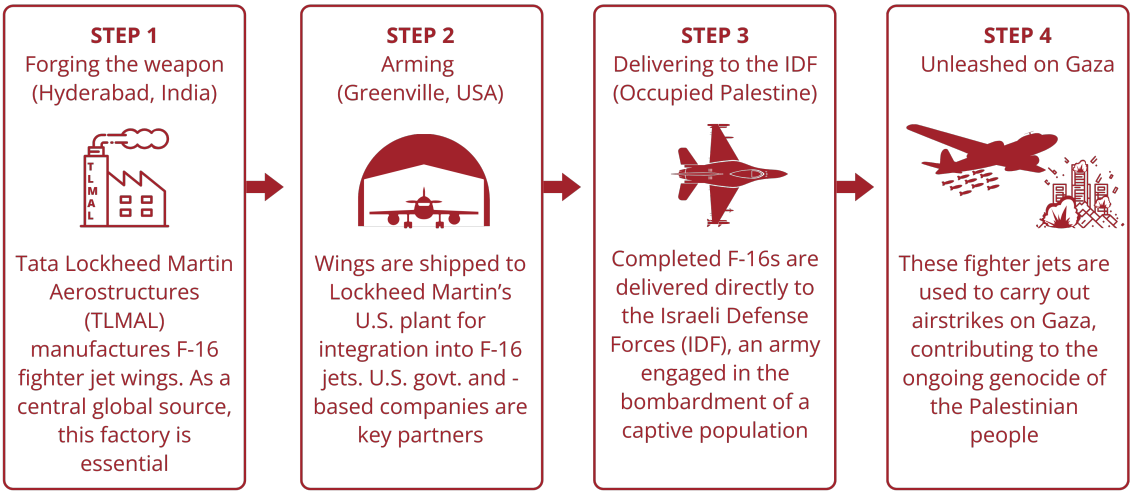
model and continue to integrate Israeli technology. NISL, for instance, produces Surface Surveillance Radars for the Indian Navy in collaboration with the Danish firm Terma, with its foundation developed through Israeli collaboration.

Through its joint ventures, Tata has achieved the status of a global single-source provider for critical components of weapon systems used by Israel and its allies. For example:

- **Lockheed Martin:** The joint venture Tata-Lockheed Martin Aerostructures Limited (TLMAL)[112] is a core global provider of wings for all new Fighting Falcon fighter jets.[113] The F-16 is a supersonic, multirole tactical fighter that has been the workhorse and backbone of the Israeli Air Force (IAF) for over four decades. The aircraft has been central to nearly every major Israeli military operation since the 1980s.[114] IAF F-16s have played a major role in Israel's ongoing genocide[115] in Gaza, carrying out thousands of airstrikes. In addition, since 2011, the Tata Lockheed Martin Aerostructures facility in Hyderabad has produced parts for the C-130 Hercules transport aircraft and other platforms. Shipping records show regular consignments of "aircraft structural assemblies" from Tata's India plant to Lockheed's U.S. factories in Marietta, Georgia. These components ultimately end up in Lockheed's finished aircraft used by the U.S. Air Force and allies.[116]

Through its joint ventures, Tata has achieved the status of a global single-source provider for critical components of weapon systems used by Israel and its allies.

Lockheed Martin and Tata Advanced Systems partner to produce F-21 Block 70 fighters in India for global supply. Source TASL


STEP 1
Forging the weapon
(Hyderabad, India)
TLMAL
Tata Lockheed Martin Aerostructures (TLMAL) manufactures F-16 fighter jet wings. As a central global source, this factory is essential
STEP 2
Arming
(Greenville, USA)
Wings are shipped to Lockheed Martin's U.S. plant for integration into F-16 jets. U.S. govt. and -based companies are key partners
STEP 3
Delivering to the IDF
(Occupied Palestine)
Completed F-16s are delivered directly to the Israeli Defense Forces (IDF), an army engaged in the bombardment of a captive population
STEP 4
Unleashed on Gaza
These fighter jets are used to carry out airstrikes on Gaza, contributing to the ongoing genocide of the Palestinian people

Tata's subsidiary manufactures F-16 components in India, which are assembled in the U.S., and deployed by Israel.

- **Sikorsky (Lockheed):** In 2009, Tata partnered with Sikorsky (the American helicopter maker, now a Lockheed subsidiary) to produce S-92 helicopter cabins. Tata's facility in Hyderabad, India, achieved 100% local production of these multi-ton helicopter fuselages, shipping them to Sikorsky in the U.S.[117] The S-92 is used by civil operators and governments (even as a presidential transport). While not a frontline weapon, this program built Tata's expertise in aerospace, used again in military projects.

The MRSAM launcher seen during the Defexpo 2016 exhibition in India. Image: Indian Navy.

- **Boeing:** The joint venture Tata-Boeing Aerospace (TBAL)[118] produces fuselages for the AH-64 Apache attack helicopters.[119] The Apache variants have been primary platforms for decades of military operations, including devastating assaults on the Gaza Strip.[120] TBAL is based out of Hyderabad, India. Boeing has confirmed that every Apache globally now has a fuselage made in India by Tata. These Apache gunships have been used by the U.S. in Afghanistan and Iraq, and notably also by Israel in its military operations in Gaza. Israeli Air Force Apaches have been implicated in numerous attacks resulting in civilian casualties, and have been used for targeted assassinations of Palestinian political and militant leaders. In 2020, Boeing and Tata also began co-producing components for the Chinook heavy-lift helicopter.
- **Israel Aerospace Industries (IAI):** TASL's foundational partnership is with the state-owned IAI, Israel's largest state-owned defense firm.[121] In 2008, TASL signed a cooperation agreement with IAI about joint development of missiles, unmanned aerial vehicles (UAVs), radars, electronic warfare and homeland security systems.[122] It essentially enables Israeli defense technology to be built or integrated in India via Tata. One outcome has been the formation of a Tata-IAI joint venture in India (with IAI's ELTA division) to develop advanced UAVs.[123] In the Barak 8

/ MRSAM[124] missile program involving a consortium of Israeli firms like IAI, its subsidiary Elta Systems, and Rafael Advanced Defense Systems, alongside several Indian companies, TASL manufactures the missile's Combat Management System,[125] its central brain. This exact missile system is deployed on the Israeli Navy's most advanced warships, the Sa'ar 5 and Sa'ar 6 class corvettes,[126] and has been used in combat operations.

- **Raytheon:** TASL has signed a Memorandum of Understanding with the U.S. firm Raytheon to co-produce components for the FIM-92 Stinger man-portable air defense missile.[127] This partnership further integrates Tata into the global supply chains of core American weapon systems that are widely used by U.S. allies, including Israel.

In addition to these partnerships, TASL's portfolio includes a vast range of military hardware, from producing launchers for Pinaka[128] and MRSAM rockets[129] to developing its own kamikaze drones (ALS-250)[130] and armored vehicles like the Tata Kestrel.[131] This demonstrates a deep and systemic commitment to the business of war, positioning Tata as a merchant of conflict both for the Indian state and for the global network that sustains colonial violence worldwide.

- **Tata Motors:** Through its wholly-owned British subsidiary, Jaguar Land Rover (JLR), acquired in 2008,[132] Tata Motors is a key supplier for the ground-level machinery of Israeli occupation and control in the West Bank and Gaza. The company's iconic Land Rover Defender vehicles provide the foundational chassis for one of the Israeli military's most ubiquitous armored patrol vehicles. The supply chain that transforms a civilian utility vehicle into a tool of military occupation is direct and well-documented. Land Rover Defenders are handed to the Israeli military through their official Israeli distributor, Eastern Automobile Marketing. These vehicle chassis are then delivered to the Israeli company MDT Armor, which converts the Land Rover Defender 110 4×4 chassis into the "David" light armored vehicle.[133] The resulting MDT David has become a standard

Tata Motors is a key supplier for the ground-level machinery of Israeli occupation and control in the West Bank and Gaza

and essential platform for the Israeli military and Border Police. It is designed for maneuverability in the narrow streets of Palestinian towns and refugee camps. With an estimated 370 units in service, the David is one of the most common armored vehicles deployed for patrol, reconnaissance, and troop transport throughout the Occupied Palestinian Territories. According to research by Who Profits,[134] MDT David vehicles are routinely used for a range of repressive functions. They are deployed to protect illegal Israeli settlements, such as Nokdim and Mitzpe Yair in the occupied West Bank, and to guard the military bases that enforce the occupation. They have been documented preventing Palestinian shepherds from accessing their own grazing lands, a common tactic of land appropriation. MDT David vehicles, sometimes equipped with rooftop tear gas launchers, have been photographed and filmed during the oppression of Palestinian demonstrations, including in the village of Nabi Saleh, which is renowned for its long-standing popular resistance to the occupation. The vehicles were also used as part of the Israeli military's ground operations during its 2014 assault on the Gaza Strip.[135]

Infrastructural complicity: Building the architecture of apartheid

Through its global IT giant, Tata Consultancy Services (TCS), the Tata conglomerate is deeply involved in building and maintaining the foundational digital and financial infrastructure that is essential for the functioning of the Zionist state. This form of complicity is less visible than the manufacturing of weapons, but is systemic. By providing the core technological plumbing for Israel's banking sector and its government ministries, TCS enables the entire state apparatus, including the institutions that finance and administer the occupation. TCS has positioned itself not merely as a vendor to Israeli entities, but as a strategic partner to the Israeli state itself in its ambitious digital transformation projects, by:

- **Financing the Occupation:** TCS was selected by the Israeli Ministry of Finance to build, implement, and operate the Banking Services Bureau (BSB).[136] This

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Tata Motors supplies MDT armored vehicles, used by Israeli forces for patrols and operations in the West Bank. Source: MDT

is a strategic state partnership to create a centralized, shared, end-to-end digital banking operations platform powered by TCS's proprietary TCS BaNCS[137] software suite. This digital platform serves Israel's entire banking sector, including major banks like Bank Hapoalim.[138] Bank Hapoalim,[139] along with Israel's other major banks, is deeply and directly complicit in the occupation. It is listed in the United Nations database of businesses involved in Israel's illegal settlement enterprise[140] and has been extensively documented for providing loans, mortgages, and financial services that enable the construction and expansion of settlements in the Occupied West Bank. A modern state and its colonial projects cannot function without a stable and efficient banking system. By providing the core technological infrastructure that enables the seamless operation of settlement-financing institutions such as Bank Hapoalim, TCS becomes a foundational enabler of the financial architecture of the occupation.

- **Enabling state surveillance (Project Nimbus):** **TCS** is a key partner working on several key digital transformation projects in Israel's public sector, including Project Nimbus.[141] Project Nimbus is a massive, $1.2 billion project led by the Israeli government to provide an "all-encompassing cloud solution" for its ministries, the defense establishment, and other public bodies, with the primary contract awarded to Google and Amazon.[142] The project has drawn global condemnation, with human rights

advocates and tech employees protesting the use of this technology to enhance surveillance, data collection, and facial recognition capabilities against Palestinians. As a systems integrator and a premier-tier partner of both Google Cloud and AWS, TCS's specific role is to 'drive cloud transformations' for key Israeli government bodies.

- **Fueling the military-tech pipeline:** The Tata Group's engagement with Israel also involves direct financial investment into the technological ecosystem that serves as the wellspring of Israel's military and surveillance prowess. This positions Tata at the very beginning of the military-tech pipeline, helping to nurture innovations that often have dual-use applications.
    - **Technology Innovation Momentum Fund:** Tata Industries made a foundational $5 million[143] investment to become the lead investor in Tel Aviv University's (TAU) Technology Innovation Momentum Fund.[144] The significance of this investment lies in the nature of Israel's academic-military complex.[145] Israeli universities[146] such as TAU have deep and long-standing ties to the Israeli military and its defense industry. The research supported by the Momentum Fund spans fields with clear dual-use potential, including cybersecurity, nano-antennas, and optical chips. By providing this critical seed funding, Tata is actively participating in and accelerating the development of the next generation of Israeli military and surveillance technology.
    - **i3 Equity Partners Incubator:** The Tata Group is also a founding partner in the i3 Equity Partners incubator,[147] alongside Microsoft Ventures and General Electric, based at the Tel Aviv University campus.[148] The incubator's specific focus is on the Internet of Things (IoT), a quintessential dual-use field. Its applications range from civilian logistics to military applications such as battlefield sensor networks and intelligent surveillance systems. This partnership provides Tata with strategic early access to cutting-edge Israeli technologies, further embedding the conglomerate within the fabric of Israel's military-tech ecosystem.

The global web of complicity

In a globalized economy, corporate complicity often operates through complex networks of supply chains, partnerships, and service agreements, creating layers of separation that can obscure accountability. The Tata Group, as a global service provider, is implicated in the Israeli occupation not only through its direct projects, but also through its business relationships with other multinational corporations that are themselves complicit. These include:

- **TCS and AXA:** TCS serves as a key strategic IT partner for the French multinational insurance AXA,[149] transforming the insurer's core IT systems. AXA's financial activities have been the subject of a long-standing international divestment campaign for its deep and documented complicity with the Israeli occupation. For years, AXA held significant investments in all five of Israel's largest banks, which are the financial backbone of the settlement enterprise and are listed in the UN database. AXA was also a major investor in **Elbit Systems**. While sustained pressure from the BDS movement[150] forced AXA to divest from Elbit and the Israeli banks, its historical role is undeniable, and reports indicate it continues to invest in global arms companies arming the Israeli military. By providing the essential IT infrastructure that underpins AXA's global operations, TCS is inextricably linked to these activities.
- **TCS, Maersk, and ZIM:** Another dynamic can be observed in the relationship between TCS and the Danish shipping behemoth Maersk.[151] TCS partnered with Maersk[152] to develop a critical, cloud-based IoT solution for real-time monitoring of its refrigerated containers. Maersk, in turn, is a central player in the logistical networks that sustain the Israeli economy, formalized through its strategic alliance[153] with ZIM Integrated Shipping Services Ltd., Israel's national shipping line. This alliance integrates ZIM into one of the world's most powerful shipping networks. This creates a logistical chain of complicity: TCS provides the sophisticated digital backbone that enhances Maersk's global reach, and Maersk leverages its dominant position to form a strategic alliance with Israel's state-affiliated shipping carrier, a vital artery for the Israeli economy and its military logistics.

Tata Entity	Activity / Partnership	Key Details	Direct Impact on Occupation / Genocide
Tata Advanced Systems Ltd (TASL)	Joint Venture with Lockheed Martin (TLMAL)	Core global provider of wings for all new F-16 fighter jets.	Supplies critical components for the primary aircraft used by the Israeli Air Force to bombard Gaza.
Tata Advanced Systems Ltd (TASL)	Joint Venture with Boeing (TBAL)	Sole global provider of fuselages for the AH-64 Apache attack helicopter.	Manufactures the core structure for the primary helicopter used by the IOF for targeted assassinations and assaults on Gaza.
Tata Advanced Systems Ltd (TASL)	Partnership with IAI (Israel Aerospace Industries)	Co-produces the Barak 8 / MRSAM missile system; specifically manufactures the Combat Management System.	Provides the "brain" for a weapon system actively used by the Israeli Navy in combat operations.
Tata Advanced Systems Ltd (TASL)	Partnership with Raytheon	Signed an MoU to co-produce components for the FIM-92 Stinger man-portable air defense missile.	Integrates Tata into the supply chain of another core weapon system used by Israel and its allies.
Tata Motors	Supply Chain with MDT Armor via Jaguar Land Rover (JLR)	Supplies Land Rover Defender chassis that are converted into the MDT "David" light armored vehicle.	Provides the foundational vehicle for the Israeli military's daily patrols, raids, and suppression of protests in the occupied West Bank.
Tata Consultancy Services (TCS)	Partnership with the Israeli Ministry of Finance	Built and operates the national Banking Services Bureau (BSB) using its TCS BaNCS™ platform.	Provides the core digital infrastructure for settlement-financing banks such as Bank Hapoalim, enabling the financial architecture of occupation.
Tata Consultancy Services (TCS)	Partnership in Project Nimbus	Serves as a key partner helping Israeli government ministries migrate to the controversial military cloud platform.	Actively enables the enhancement of Israel's state surveillance and digital control over Palestinians.

continued on page 30

Tata Entity	Activity / Partnership	Key Details	Direct Impact on Occupation / Genocide
Tata Consultancy Services (TCS)	Partnership with AXA	Serves as a key strategic IT partner, transforming the insurer's core systems.	Provides essential services to a company historically invested in Israeli banks and arms manufacturers.
Tata Consultancy Services (TCS)	Partnership with Maersk / ZIM	Provides a critical IoT platform for Maersk, which is in a strategic alliance with Israel's national shipping line, ZIM.	Strengthens the logistical backbone that sustains the Israeli economy and military supply chains.
Tata Industries	Investment in Tel Aviv University	Made a $5 million foundational investment in the university's Technology Innovation Momentum Fund.	Fuels the Israeli academic-military complex that develops the next generation of dual-use military and surveillance technology.
Tata Industries	Partnership in i3 Equity Partners Incubator	Founding partner alongside Microsoft and General Electric.	Nurtures and provides capital to Israeli startups in the dual-use Internet of Things (IoT) sector.

Philanthropy as Control: Myth Versus Reality

The Tata Group has carefully cultivated an image as a premier philanthropic institution, and has used this philanthropy to whitewash[154] its political repression of communities, labor exploitation, colonial legacy, and deep involvement in India's military industrial complex. These philanthropic entities have effectively competed with the developmental state in service delivery, creating parallel governance structures. This strategic philanthropy has functioned as a form of governance itself, with charitable gifts securing social license and policy influence without corresponding public oversight mechanisms.

Colonial-era donations like the Indian Institute of Science[155] were possible only under the Charitable Endowments Act (1890), ensuring colonial administrative oversight.[156] Later, institutions granted by Tata—including TISS,[157] and TIFR[158]—helped build India's technical and policy

capacity in alignment with state agendas.[159] The result of these institutions is a system where a monopoly over social sciences yields disproportionate policy voice while remaining largely shielded from democratic accountability processes. Welfare schemes in Jamshedpur doubled as labor-control mechanisms. In the post-Partition decades, Tata worked with J.P. Narayan and Minoo Masani to draft voluntary CSR codes, positioning philanthropy as a moral alternative to regulation under socialist planning.[160] By the 2020s, Tata Trusts were disbursing over $200 million annually, though allocations remain opaque and often cycle back into Tata-linked institutions. Philanthropy has functioned both as a reputational shield and a means of soft power, making criticism politically difficult given Tata's role in education, media sponsorship, and science funding.[161]

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Tata in the US

FOOTPRINT

The Tata Group's relationship with the United States spans more than 70 years. Tata's first forays were modest, beginning with representative offices and trade relationships in the mid-20th century. Over time, this evolved into a broad-based presence across industries. By the early 2000s, Tata began accelerating its U.S. footprint through major acquisitions and organic expansion, including:

- **Consumer brands:** Tetley Tea (UK), Eight O'Clock Coffee (USA), Good Earth Tea (California).
- **Automotive:** Jaguar Land Rover (JLR) (UK-based but with U.S. dealerships and research and development links).
- **Industrial:** Tata Steel–Corus (with U.S. plants); Tata Chemicals also acquired General Chemical's soda-ash mine in Wyoming in 2008.
- **Technology & IT:** Tata Consultancy Services (TCS) (the largest arm), Tata Communications (network infrastructure) and Tata Elxsi (design engineering). Collaborations with Boeing, Lockheed Martin also deepen aerospace and defense links.

- **Philanthropy & Academia:** Landmark gifts: $50 M Harvard Business School – Tata Hall (2010); $35 M TCS Hall at Carnegie Mellon; $50 M Tata Innovation Center at Cornell Tech in New York City; and $70 M Tata Hall at UC San Diego (Genetics & Society).
- **Sponsorships:** TCS NYC Marathon (since 2014), STEM programs (e.g., goIT), and local education initiatives.
- **Other:** The Pierre Hotel (NYC); TCS has also run Taj-branded hotels in Boston and San Francisco.

From its early trading ties, Tata has grown into one of the largest India-headquartered conglomerates operating in the U.S. and North America. By the 2020s, the U.S. and U.K. became Tata's top two markets by revenue, contributing significantly to its $150 B+ global turnover. Tata's presence in the U.S. cuts across diverse sectors – from heavy industry and automotive to IT services, consumer goods, hospitality, and more. As of the mid-2020s, Tata employs more than 50,000 people across North America.[162] Over the decades, it has cultivated an image of a trustworthy, "people-first" enterprise, leveraging the storied legacy of its founder, Jamsetji Tata, its U.S. educated late scion, Ratan Tata, and its philanthropic trusts. This benevolent reputation in the U.S. – underscored by high-profile donations and sponsorships – has at times shielded the conglomerate from scrutiny, even as its operations foster exploitative projects and practices.

TATA CONSULTANCY SERVICES (TCS) IN THE U.S.

TCS is by far the largest Tata subsidiary in the U.S. As of 2025, TCS's North American workforce exceeds 46,000 across 32 U.S. locations.[163] It provides IT consulting, software development, cloud infrastructure management, and business process outsourcing for major American corporations across banking, insurance, manufacturing, retail, and tech. Globally, TCS had revenue of about $29 billion in the last fiscal year, with North America accounting for approximately 50% of this (over $14 billion).[164] TCS is well-known as a top sponsor of U.S. work visas, especially the H-1B visa for skilled foreign workers. From 2022-2024, TCS was the fifth highest overall H-1B visa sponsor in the U.S. (and the top Indian-headquartered sponsor), filing over 29,000 visa applications.[165]
TCS has faced long-standing criticism from American tech

workers over its reliance on H-1B visa holders and wage practices that are perceived as exploitative, with particularly troubling practices including requiring Indian employees to sign over their U.S. tax refund checks to the company. These issues, coupled with hiring bias allegations and frequent wage-and-hour violations, underscore a pattern of cost-cutting at the expense of workers' rights. Although TCS has since increased U.S. local hiring — claiming to have hired 20,000+ Americans between 2017–2022 — it remains heavily dependent on H-1B workers. This dependence continues to make TCS a focal point in U.S. debates on offshore outsourcing and immigration reforms.

Despite its carefully crafted image of ethical business, Tata Group's U.S. operations have repeatedly come under regulatory and legal scrutiny for labor, environmental, and intellectual property violations. Tata Chemicals has faced recurring environmental and safety citations at its Wyoming soda ash mine, while the high-profile Epic Systems v. TCS case exposed internal compliance failures through a massive intellectual property theft verdict. Though these fines and settlements amount to tens of millions of dollars—which is only a fraction of the conglomerate's $150 billion revenue—they reveal a persistent gap between Tata's philanthropic, "ethical" brand and its record of exploiting workers and violating regulations in the U.S.

Tata Consultancy Services (TCS) at Project Nimbus summit organized by Israel in Occupied Palestinian Territories.

The TCS Marathons and Sportswashing

Tata uses high-profile athletic sponsorships as a global sportswashing strategy to whitewash its complicity in genocide. Through TCS, the conglomerate is the title sponsor for major marathons in New York City, London, Sydney, Toronto, and Amsterdam, and a technology partner in Berlin and Istanbul. By strategically sponsoring many of the Abbott World Marathon Majors, TCS blankets the globe with its brand, associating itself with health, perseverance, and community to mask its role as a key enabler of the Israeli war machine.

Tata uses high-profile athletic sponsorships as a global sportswashing strategy to whitewash its complicity in genocide.

Tata and TCS together are the largest sponsor of major marathons and endurance events around the world. The partnership with marathons is a symbiotic relationship built on mutual financial and reputational gain. For TCS, the sponsorship is a spectacularly successful investment. The company's brand value has grown tenfold from $2.1 billion in 2010 to an estimated $21.3 billion in 2025, with brand consideration among marathon runners reaching 67% (compared to 27% among non-runners). The marathon also functions as a testing ground for TCS's technology suite, including the mobile apps used to track runners. This curated public encounter allows TCS to showcase its innovation to an affluent demographic of potential clients and professionals, while completely erasing its embeddedness within the infrastructure of genocide.

Protestors target Tata Consultancy Services (TCS) at the New York City Marathon 2024. Source: SALAM

The New York City Marathon, organized by the non-profit New York Road Runners (NYRR), is not a neutral host but an active partner in this deception. Since TCS became the title sponsor in 2014, NYRR's revenue has more than doubled, skyrocketing from $55 million in 2012 to $116 million in 2023, making it financially dependent on TCS. This partnership appears to have fostered a pro-Zionist institutional culture within NYRR itself. Allegations from employees, the CEO posing with Zionist groups during the genocide, and the presence of Israeli flags and "Do a mitzvah for Israel" posters at NYRR-sponsored tents reveal a pattern of alignment that normalizes the occupation. This is compounded by NYRR's own exploitative practices, such as high entry fees and a heavy reliance on the unpaid labor of thousands of volunteers. This use of a celebratory community event as a platform for a company complicit in genocide has made the marathon a key site of political contestation.

Campaigns

This report has documented the deep and systemic complicity of the Tata Group in sustaining the Israeli settler-colonial project. However, corporate power is consistently met with organized resistance. The Boycott, Divestment, and Sanctions (BDS) movement, called for by Palestinian civil society, provides the strategic framework for holding corporations accountable by imposing material and reputational costs for their role in enabling Israeli apartheid. There are several campaigns targeting the network of corporations associated with the Tata Group, demonstrating that Tata operates within a web of complicity already being actively contested by global solidarity movements.

TATA'S COMPLICIT PARTNERS

Many of Tata's key corporate partners are already the targets of significant, long-standing BDS campaigns, placing the Indian conglomerate squarely within a contested ecosystem.

- **Logistical Complicity (Maersk & ZIM):** The "Mask Off Maersk"[166] and "Block the Boat"[167] campaigns target shipping lines for their role in Israeli trade and military logistics. Tata's deep partnerships with both

companies—providing IoT platforms to Maersk[168] and automation software to ZIM[169]—place it in direct opposition to these movements.

- **Technological Complicity (Microsoft):** The "No Azure for Apartheid"[170] campaign targets Microsoft for its role in Project Nimbus, a military cloud project for the Israeli government. Tata's own direct role in implementing Project Nimbus locks it into this same ecosystem of tech complicity.
- **Financial Complicity (Citibank & AXA):** Campaigns like the "Summer of Heat on Wall Street" have targeted Citibank[171] for its extensive financing of both the fossil fuel industry and Israeli arms companies. Tata's connection is direct: in 2008, its subsidiary TCS acquired Citigroup Global Services,[172] the bank's outsourced IT and business processing arm, for over $500 million, integrating Citibank's back-office operations into its own. Similarly, the global campaign against the insurance giant AXA[173] has successfully pressured it to divest from Israeli banks and arms manufacturers. TCS's role as a core IT partner[174] for AXA makes it a key enabler of a corporation long identified as profiting from Israeli war crimes.

#TATABYEBYE AND #DROPTCS

Given that Tata's primary corporate partners were already subjects of major international campaigns, the #TataByeBye campaign targets Tata for its ties with Israel. It aims to close the accountability loop by focusing on a central node of Indian capital. The campaign's targetting of Tata is based on three pillars: Tata's deep material complicity in manufacturing weapons and digital infrastructure for the occupation of Palestine; its reputational vulnerability as a self-proclaimed philanthropic brand; and its significant local presence in New York City, where SALAM is based.

We cannot stand by while Tata profits from genocide.

We cannot stand by while Tata profits from genocide. We launched our campaign last Fall, to target Tata Consultancy Services (TCS), the IT arm of Tata Group, which has a major presence in the U.S. TCS supports Israel's occupation while reaping billions in profits from U.S.-based contracts. SALAM

has been calling on the New York City Marathon to drop TCS as its sponsor and cut all ties with Israel (#DropTCS). This sponsorship is a textbook example of sportswashing, where a corporation uses a beloved cultural event to launder its public image. As the title sponsor of the world's largest marathon, TCS associates itself with health and community, effectively masking its role in profiting from genocide.

SALAM's campaign aims to dismantle this public relations strategy through a multi-pronged approach: public pressure on the marathon's organizer (NYRR), media and narrative warfare to expose the complicity, and direct action during the marathon itself, such as dropping banners and distributing customized running bibs. By targeting the marathon, the campaign transforms a platform for corporate propaganda into a site of political contestation, forcing the public to confront the moral cost of Tata's sponsorship. The campaign seeks to diminish the brand value of TCS and expose the moral cost of NYRR's partnership, making it a critical front in the global struggle to hold the enablers of genocide accountable.

The "Tata Bye Bye" campaign was launched on 17 October 2024 in New York City.
Source: Azad Essa/Middle East Eye.

Appendix

APPENDIX A: CORPORATE COMPLICITY IN THE INDIA–ISRAEL ALLIANCE

Corporation	Direct Israeli Investments & Operations	Military & "Security" Partnerships	Nature & Significance of Complicity
Adani Group	• Haifa Port: Acquired Israel's largest port for $1.2B in 2022.[175] • Adani Elbit Advanced Systems India Ltd;[176] Joint Venture (JV) with Elbit Systems. • PLR Systems:[177] JV with Israel Weapon Industries (IWI). • Sparton Partnership: Partners with Sparton,[178] a US-based subsidiary of Elbit, for anti-submarine warfare systems.	• Hermes 900 Drones:[179] The Hyderabad JV is the only facility outside Israel that manufactures this "battle-tested" drone. • SkyStriker Drones: Manufactures loitering munitions (kamikaze drones) with Elbit via Alpha Design.[180] • Produces IWI's Tavor assault rifles and Galil sniper rifles in India via PLR Systems.[181] • Elbit holds a 44% stake in Adani's subsidiary, Atharva Advanced Systems.[182]	• Haifa Port is a critical logistical hub for Israeli military imports/exports.[183] • Arms the IOF: Directly manufactures and exports advanced drones back to the Israeli Occupation Forces (IOF) for use in the genocide in Gaza.[184] Produces the standard-issue assault rifles used by the IOF.
Reliance Industries	• Tech Investment: Invested $25 million in the Jerusalem Innovation Incubator (JII)[185] and $28M in Screenz.[186] • Profits from the Israeli startup scene through its investment funds like GenNext Ventures.[187]	• Missile Production: Established a JV with Rafael Advanced Defence Systems to manufacture missile systems.[188] Rafael's Spike missiles have been extensively used by the IOF to target buildings in Gaza.[189] • Weapons Manufacturing: Partnered with Kalashnikov Israel to produce Kalashnikov-class assault weapons.[190]	• Directly involved in manufacturing the types of missiles (Spike) and assault weapons used by the Israeli military against Palestinians. • Directly Funds the Military-Tech Ecosystem: Provides capital to incubators that nurture the next generation of Israeli military startups. • Funds and directs the Observer Research Foundation (ORF), a major Indian think tank which partners with US organizations like The Heritage Foundation and the Middle East Forum (MEF), and actively promotes pro-Israel foreign policy and hosts Israeli officials.

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Corporation	Direct Israeli Investments & Operations	Military & "Security" Partnerships	Nature & Significance of Complicity
Infosys	• Panaya Ltd.: Acquired the Israeli IT firm for $200M in 2015.[191] • Signed a 2012 MoU[192] with the State of Israel for "industrial cooperation" in security, cloud, and surveillance. • Was a key seed investor in CloudEndure,[193] a startup founded by veterans of Israeli Military Intelligence.	• US Military Contractor: A majority of its US revenue comes from serving clients like the US Army, US Navy, and Lockheed Martin, providing them with critical supply chain solutions.[194] • Appointed veterans of Israel's elite Unit 8200 cyber warfare division to its board (Uri Levine[195]) and senior R&D positions.	• Directly partners with the Israeli state to develop surveillance and control technologies. • Integrates Military Intelligence: Normalizes the revolving door between the IOF and the tech sector. • Provides essential IT services to the primary arms dealer (Lockheed Martin) that equips the IOF.
Wipro	• Wipro-Givon: Acquired Givon,[196] Israel's largest manufacturer of metallic aerostructure parts. • Venture Capital: Invested in Israeli VC firm TLV Partners.[197] • Collaborates with Tel Aviv University.[198]	• F-35 Fighter Jet Production: Wipro-Givon is a key supplier of aerostructure parts for the Lockheed Martin F-35 fighter jet, a contract accounting for 75% of its revenues.[199]	• Produces critical components for the most advanced fighter jets used to bombard Gaza. • Operates a Wipro Aerospace plant in Everett,[200] WA (an ex-Boeing supplier facility) to serve clients like Boeing and Lockheed Martin. • The company's aerospace division is financially dependent on its role in the military-industrial supply chain.
Mahindra Group	• R&D Center in Israel: Established by Tech Mahindra. • Acquisitions & Investments: Acquired Israeli firms like LeadCom and invested in startups like Atidot[201] and ContextSpace.[202] • A top executive named Israel one of three key countries (with the US and India) for the company's global operations.[203]	• Tech Mahindra partners with IAI to develop and export "national level cybersecurity solutions" learned from Israel's occupation.[204] • Signed a 2012 agreement with Rafael Advanced Defense Systems.[205] • Mahindra Defence partners with the Israeli company Aeronautics to co-produce drones.[206]	• Takes surveillance and control technologies developed by the Israeli military and sells them globally • Directly participates in the manufacturing of drones used for targeted attacks.

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Corporation	Direct Israeli Investments & Operations	Military & "Security" Partnerships	Nature & Significance of Complicity
Bharat Electronics Ltd. (BEL)		• MRSAM/LRSAM Contracts: Signed multiple massive contracts with IAI for the Barak-8 missile system, including a $2B deal in 2017[207] for the Indian Army, a $630M deal,[208] and a $777M deal[209] for the Indian Navy.	As a state-owned enterprise, BEL's partnerships demonstrate the direct use of Indian public funds to finance and co-produce Israeli weapon systems. It is a primary vehicle for the state-to-state arms trade.
Hindustan Aeronautics Ltd. (HAL)		• Tanker Conversion: Signed an MoU with IAI to convert civilian aircraft into Multi-Mission Tanker Transport (MMTT) planes in India.[210]	Another state-owned giant, HAL's partnership with IAI deepens India's technical dependence on the Israeli military industry for strategic assets like aerial re-fuelling tankers.
Kalyani Group (Bharat Forge)		• Kalyani Rafael Advanced Systems (KRAS):[211] A major JV with Rafael Advanced Defense Systems. The JV also manufactures components for the Barak-8 missile system. • Spike Missiles: KRAS is the primary entity in India for producing Spike Anti-Tank Guided Missiles.[212]	Kalyani Group is a crucial partner for Rafael,[213] localizing the production of one of the most notorious weapons used by the IOF to target buildings and civilians in Gaza.
Larsen & Toubro (L&T)		• TROPHY System: Signed an MoU with Rafael to jointly manufacture the TROPHY[214] Active Protection System (APS) for armored vehicles. • Its subsidiary, L&T Technology Services, opened a R&D center in Jerusalem.[215]	By co-producing "combat-proven" Israeli technology, L&T helps normalize the export of repression as "innovation" and integrates these systems into Indian military platforms.

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Corporation	Direct Israeli Investments & Operations	Military & "Security" Partnerships	Nature & Significance of Complicity
Jain Irrigation	• NaanDan Acquisition: Acquired a majority stake in NaanDan, an Israeli irrigation company.[216] • Merged its global irrigation business with Israeli company Rivulis.		NaanDan Jain Irrigation reportedly provides services to illegal Israeli settlements.[217] The merger partner, Rivulis,[218] is owned by a firm (FIMI) involved in supplying military and prison equipment to the Israeli government.[219]
Sun Pharmaceutical	• Taro Pharmaceutical: Acquired the Israeli pharma giant for $454 million.[220]		Taro Pharmaceuticals profits directly from the occupation by having unrestricted, tax-free access to the captive Palestinian market, a clear example of profiting from a settler-colonial economic structure.[221]
State Bank of India (SBI)	• Tel Aviv Branch: Opened a full-service branch in Tel Aviv in 2007.[222]		This state-owned bank provides the crucial financial infrastructure for Indian companies operating in Israel and has acted as a co-lender for the Adani Haifa Port acquisition,[223] directly financing an investment in Israel's strategic infrastructure.
Indian Oil Corporation (IOC)	• In 2021, IOC and Phinergy formally launched a joint venture called IOC Phinergy Private Limited (IOP). IOC has invested approximately $25 million in Phinergy[224] to establish a manufacturing plant for aluminum-air batteries in India.	• Phinergy's battery and generator technology has direct military applications for providing silent, long-endurance power in field operations. • Phinergy was contracted to supply its generator technology to the Israeli Defense Forces (IDF).	• As a state-owned enterprise, IOC's partnership uses Indian public funds to provide capital and a manufacturing base to a direct supplier of the Israeli military apparatus.

APPENDIX B: TATA GROUP TIMELINE

Mid-19th Century: Colonial Military Contracts

- 1857 & 1868 — Tata supplies the British colonial military in Bushire (Iraq) and Ethiopia (Abyssinian Empire), embedding itself in a 19th-century military–industrial nexus where imperial war and private profit were closely tied.
- 1860s — Jamsetji N. Tata's family firm grows during the U.S. Civil War cotton boom, filling global textile supply gaps. Its prosperity stems from exploitative cotton and opium trades with China under British colonial rule — contributing to the "Century of Humiliation."
- 1864 — Post-war economic crash collapses the family firm.

1870s–1910s: Industrial Foundations

- 1877 — Jamsetji establishes Empress Mills in Nagpur, inland to reduce British dominance over coastal trade while relying on British finance and cotton markets.
- Late 1800s — Through leases from zamindars and later the Land Acquisition Act of 1894, TISCO consolidates tripartite authority in Jamshedpur: employer, landlord, and de facto municipal government, backed by tariff protection and colonial support.
- 1890 — The Charitable Endowments Act enables colonial oversight of donations.
    - Tata funds IISc, TISS, TIFR—institutions aligned with state agendas, centralizing knowledge and policy influence without democratic accountability.
- Early 1900s — TISCO (now Tata Steel) becomes integral to British strategic needs, supplying steel rails and sheets during World War I.
- Tata's governance model blurs public and private power — Jamshedpur becomes a corporate town exercising state-like functions.

1920s–1950s: Economic Nationalism and the Cold War

- 1920s — Collapse of R.D. Tata & Co. (Shanghai, Hong Kong) and Tata Limited (London) during post-war crises prompts a strategic pivot to protected domestic markets.
- 1930s–1950s — Tata straddles economic swadeshi (national capacity building) and political swadeshi (distance from Congress movement), relying structurally on foreign capital, technology, and markets.
- 1944 — Co-authors the Bombay Plan with other business houses, shaping India's planning model and securing a key role for private capital.
- Post-1947 (Partition) — Tata courts British and U.S. finance, leveraging Cold War rivalries to secure World Bank funding for steel expansion.
- 1950s onwards — Works with J.P. Narayan & Minoo Masani to craft voluntary CSR codes.
- 1957–58 — During foreign exchange crisis, U.S.–USSR competition is used to obtain funding.
- 1958 — Jamshedpur strike: workers challenge Tata's authority; state repression and the film 'The Story of a Strike' portrays workers as communist agitators.

Post-Independence to 1990s: Continuity of Corporate Sovereignty

- Tata's governance model persists after independence.
- Despite constitutional guarantees, Jamshedpur lacks an elected municipal government.
- Tata continues to run urban services through corporate entities like JUSCO.

1990s–2000s: Liberalization and Global Expansion

- 1990s — Economic liberalization accelerates global expansion.
- 2000 — Acquires Tetley Tea (UK).
- 2007 — Acquires Corus Steel.
- 2008 — Acquires Jaguar Land Rover, which later turns profitable.
- Portfolio expands across IT (TCS), automobiles, steel, power, hospitality (Taj Hotels), telecom, airlines, retail, and digital ventures.

2000s–2020s: Labor protests, land grabs

- 2006 (Kolkata), 2012 (Pune), 2013 (Jamshedpur) — Documented labor agitations over permanency, fair wages, and unionization.
- 2006–2010 — Land conflicts such as Kalinganagar Massacre (Odisha) and Singur Land Conflict (West Bengal) expose patterns of dispossession, including a lack of consultation, state repression, and displacement of Adivasi communities and farmers.
- 2020s — Tata Trusts disburse $200M+ annually, with opaque allocations often cycling back into Tata-linked institutions.
    - Philanthropy becomes a reputational shield and soft power tool—competing with the state in service delivery while avoiding public scrutiny.
- Tata faces criticism for using eminent domain laws and state-corporate partnerships.
- 2022 — Bombay High Court rules against Tata Motors for exploiting temporary workers by rotating them to avoid permanency and paying them one-third wages for the same work.
- 2023 — Supreme Court notice to Tata Steel and State of Jharkhand challenges Jamshedpur's status as an industrial township. A nominated municipal council is formed with Tata and government representatives — still no elected municipal body.
- 2025 — TCS announces layoffs of 2% of workforce (~12,000 employees); unions allege 30,000–40,000 affected. Pattern reflects erosion of Tata's paternalist labor model in favor of precarious contracting.

Major environmental damages:

- Mithapur — Tata Chemicals damages coral and mangroves through chemical discharge.
- Patancheru — Rallis India's waste mismanagement triggers Supreme Court Monitoring Committee intervention.
- Jamshedpur — Open dumping of boiler ash causes heavy-metal dust and water degradation.
- Joda mines — Severe dust pollution and forest encroachment.
- Sukinda Valley — Chromium contamination documented with measurable community health impacts.

APPENDIX C: TATA AND LAND DISPOSSESSION

	Kalinganagar Massacre	Singur Land Conflict
Year / Location	2004–2006; Jajpur district, Odisha (near Dairtari-Paradeep Expressway)	2006–2008; Singur, Hooghly district, West Bengal
Communities Affected	Adivasi groups — primarily Munda and Ho tribes	Over 10,000 families — mostly oppressed castes/classes (landlords, sharecroppers, laborers, artisans, small traders)
Land Acquisition Details	2004: Tata Steel signed a Memorandum of Agreement with the Odisha government for its second steel plant in the Kalinganagar industrial area. The state acquired land for Tata's proposed plant.	2006: The West Bengal government (then CPI-M) acquired ~997 acres of fertile multi-crop land under the Land Acquisition Act, 1894 for Tata Motors' Nano project. Tata Motors promised a mini-auto city with 70 vendors and an investment of ₹1000 crores.
Protests & Violence	Local Adivasi communities opposed displacement and inadequate compensation/ rehabilitation. January 2, 2006: Police opened fire on protesters, with 14 killed (including women and a 13-year-old boy) and dozens injured. The incident became known as the Kalinganagar Massacre.	The Krishi Jami Raksha Committee (Agricultural Land Protection Committee) led mass protests against displacement from productive farmland. Received support from then-opposition leader Mamata Banerjee. Faced severe state repression: police assaults and mass arrests. Protests emphasized low compensation, lack of a rehabilitation policy, and no proper consultation.

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	Kalinganagar Massacre	Singur Land Conflict
Corporate Role / Outcome	Tata Steel distanced itself, claiming no direct role in the police action. Critics argue Tata benefited from state violence that cleared opposition to the project. Despite inquiry commissions, there was no accountability for the killings.	2008: Tata Motors withdrew the Nano project and relocated the factory to Sanand, Gujarat. 2016 Supreme Court ruling: declared the land acquisition illegal and void, returning the land to farmers. Tata Motors later received ₹766 crore compensation from the West Bengal government despite abandoning the project.
Long-Term Impact	Protests continue nearly two decades later, including at the NINL (Neelanchal Ispat Nigam Ltd) plant acquired by Tata Steel. Displaced Adivasi communities remain in poverty, lacking adequate infrastructure, sanitation, and housing. Odisha holds 28% of India's iron ore and 24% of coal reserves, yet displaced people remain marginalized. Environmental degradation persists.	Returned land was largely uncultivable due to partial industrial work. Affected farmers suffered economic losses, while Tata Motors was financially compensated. Shows blatant corporate protection even when projects fail, leaving local communities with long-term harm.

APPENDIX D: TATA'S FOOTPRINT IN THE US

Domain	Entities / Locations / Facts	Notable Incidents
Consumer Brands & Hotels	Tetley (UK), Eight O'Clock Coffee (NJ), Good Earth Tea (CA), Pierre Hotel (NYC), Taj Hotels in Boston & SF	Tetley acquisition in 2000 globalized beverages; quiet but steady U.S. market presence
Industrial & Mining	Tata Steel (via Corus) – Thomas Steel Strip (OH); Tata Chemicals – Green River WY soda-ash mine	Thomas Steel faced 2000s environmental penalties; WY mine fined for air-pollution (2017) & safety issues
Automotive	JLR North America HQ NJ, nationwide dealerships	U.K.-manufactured vehicles
Technology & IT	TCS – 46k+ staff / 32 U.S. sites; Tata Comms (data centers), Tata Elxsi (CA, MI)	~$14 B U.S. revenue, Fortune-500 client base; heavy H-1B dependence, workforce controversies
Labor & Legal Cases	Vedachalam v Tata (2013) – $29.8 M settlement; Epic Systems (2016) – $940 M jury award, cut to $420 M	Highlighted wage theft, discrimination, & ethics lapses
Defense & Aerospace	JVs with Boeing & Lockheed Martin	U.S.–India–Israel triangle: Tata-built parts used in U.S. wars (ME), Israeli jets/drones, Indian deployments (Kashmir)
Philanthropy & Academia	$50 M HBS Tata Hall (2010); $35 M TCS Hall at CMU; $50 M Tata Innovation Center at Cornell Tech NYC; $70 M Tata Hall at UC San Diego	Major endowments boosted Tata's benign image in U.S. education & tech sectors
Community Engagement	TCS NYC Marathon Title Sponsor (since 2014); goIT STEM programs (reached 35k teachers & 1.8 million students)	Raised brand visibility; integrated Tata into U.S. civic & youth STEM networks

APPENDIX E: U.S. REGULATORY AND LEGAL SCRUTINY OF TATA GROUP

Labor Violations	
Wage-Related Fines (TCS)	Multiple fines by U.S. Department of Labor and state labor agencies for failure to pay prevailing wages to H-1B workers. Michigan Department of Labor: Fines in 2015 and 2016 (~$5,000–$11,000 each). Violation Tracker: Lists over a dozen wage-related penalties against TCS (2013–2022) — mostly several thousand dollars each, for improper salary/overtime payments to H-1B employees.
Vedachalam v. Tata (California)	In 2013, TCS paid $29.8 million in a class-action settlement, with allegations of wage theft and discrimination against non-Indian employees. TCS required Indian employees in the U.S. to sign over their tax refund checks to the company. Case exposed exploitative employment practices and became a landmark in U.S. labor disputes involving Indian IT firms.
Other Labor Disputes	Tata Steel's U.S. unit involved in a trade secrets lawsuit with U.S. Steel. Faced product liability suits for automotive steel (no significant fines reported).
Environmental & Safety Violations	
Tata Chemicals (Wyoming)	2017: Fined $85,000 by Wyoming environmental regulators for air quality violations. Mine Safety & Health Administration (MSHA): 20+ penalties since 2011, mostly under $10,000 each, for hazardous equipment and inadequate worker protections.
Thomas Steel Strip (Ohio) – under Tata Steel ownership	2003: Paid $10,400 for emissions violations (environmental fine). 2002: Paid $6,000 OSHA fine for workplace safety issues.
Governance & Legal Disputes	
Epic Systems vs. TCS (Wisconsin)	2016: TCS employees found to have illicitly downloaded thousands of files from Epic's systems to benefit Tata's competing software. Initial jury verdict: $940 million — one of the largest ever against an Indian company. Judgment later reduced to $420 million and subsequently settled confidentially.
FCPA (Foreign Corrupt Practices Act):	Tata mentioned tangentially in some U.S. FCPA investigations (related to dealings in Africa). No direct enforcement action against Tata in the U.S.

APPENDIX F: TATA CORPORATE STRUCTURE[225]

(AS OF 2018)

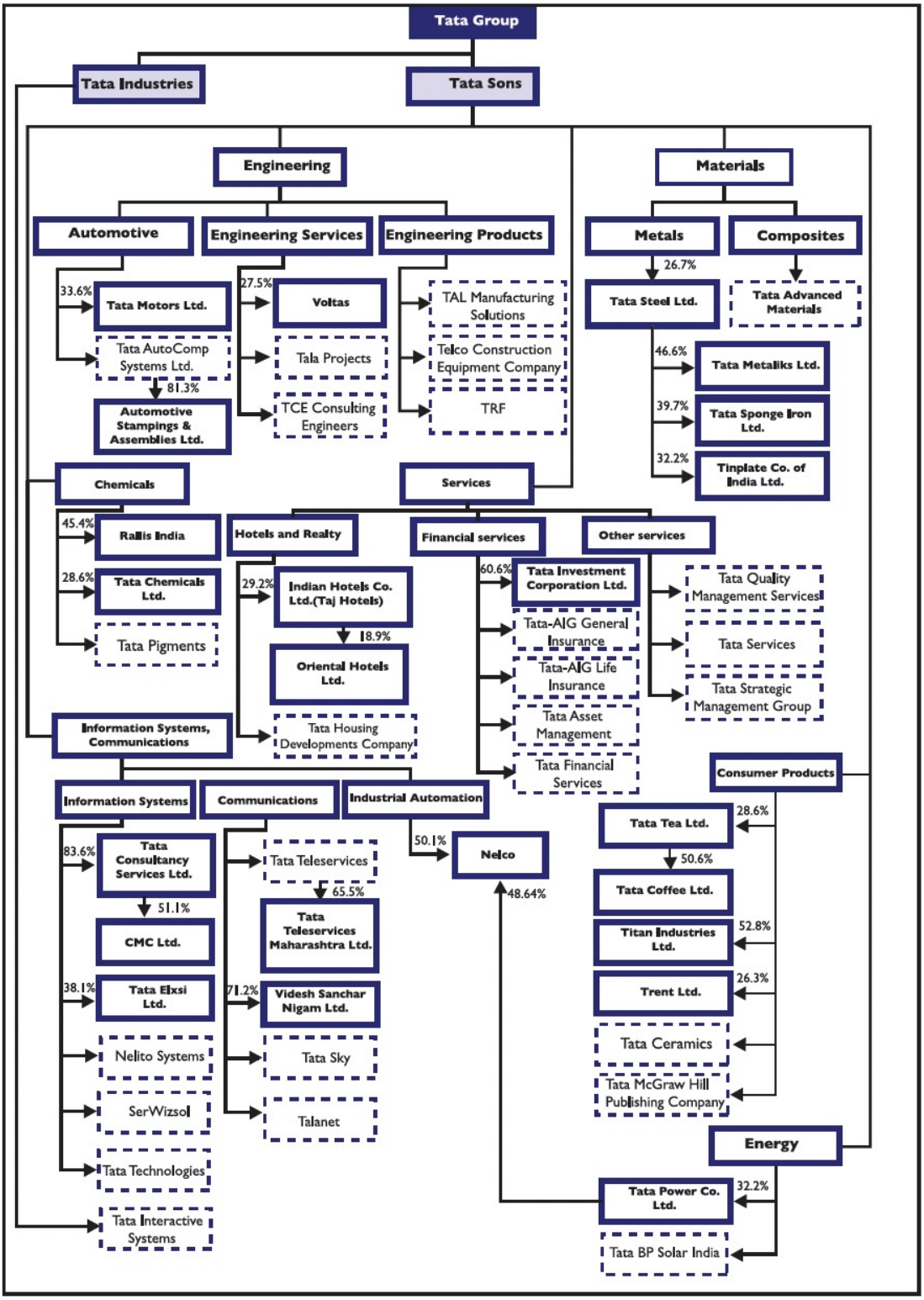

Figure 1. Full Structure of Tata Group of Companies

Source: Indian Firms.

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SALAM

SOUTH ASIAN LEFT

SALAM is a New York City-based South Asian political organization that draws on the traditions of revolutionary Marxism. We strive to co-articulate a pan-South Asian socialist and anti-caste politics that engages with ongoing struggles in the region, through our work with progressive organizations and movements in South Asia and beyond.

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New York City, October 2025